

2015

Fire Department Business Plan



City of Sugar Land Fire
Department

FIRE DEPARTMENT BUSINESS PLAN

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FIRE DEPARTMENT 2015 BUSINESS PLAN

EXECUTIVE SUMMARY

The Sugar Land Fire Department (“Department”) is currently 122 FTE’s strong. The Emergency Services division operates 24 hours a day with 98 classified personnel out of seven fire stations and provides core emergency services to the citizens of Sugar Land, as well as the ETJ population, daily business population, pass through commuters, shoppers, and visitors.

Along with the core emergency services, the Department also provides services through the use of highly specialized personnel, such as: Hazardous Materials, Airport Rescue Firefighting, and Aquatic Services. The forefront of our primary services includes Prevention & Investigation and Public Education which primarily assist, train, and monitors compliance of our structures and living areas and conduct training of strategic methods/measures to assist us in achieving our objective of Safest City.

The Department continues to experience the effects of the City’s growth and customer demands as well as transitioning from a small town fire department to a larger, more complex organization. The Department is well aware of the need for fiscal responsibility during these economic times and has developed the FY15-17 Business Plan with this as its foremost priority.

The Department believes that within the next three to four fiscal years it can begin to successfully align resources with needs within the organization by implementing a big-picture strategy in order to meet the anticipated objectives.

A high priority of the Department is currently implementing a full service EMS system. This service will begin during the course of FY15 (January 1st 2015), and not at the beginning of the fiscal year. FY15 will concentrate on building a foundation of solid analysis, procedures, policies and measurements. Along with that priority, the Department will also continue to look at many of the key issues listed below:

- Community Service Level Requirements
- Structure Issues
- Organizational Issues
- Operation Issues
- Employee Development Issues

We will also continue establishing the Logistics section to include a comprehensive, strategic approach, which includes fleet management, up-to-date accurate inventory on all vehicles and capital equipment, protective equipment, equipment and supplies. This also includes a need for clear policies and planning for the replacement of some of its most critical service-related assets. Growing and developing this area in its personnel, policies, procedures, projections, standards, bench-marks, etc. would assist in future alignment of resources; specifically, addressing the expensive apparatus, reserves and costly equipment.

Numerous Key Issues the Department is continuing to address have a common underlying need: The need for pro-active, strategic and tactical planning. However, when dealing with the Fire Service in any area; call volume, type of call, plan of attack, success rate thereof, recruiting, hiring, pay, work schedules, benefits, etc. there are numerous variables that are not conducive with the private sector or any sector other than the Fire industry. The Department is working towards the ability to maintain these variables and ensure they are inventoried in order to conduct good, meaningful analysis which would

provide suitable information for strategic and tactical decision making. We strive to develop models based on statistical analysis of fire incidents, utilization rates for fire personnel, skill level, success rates, need for service, etc. In summary, the Department has and will continue to get direction from City Council goals, City Management initiatives as well as industry standards and mandates in order to plan accordingly and optimize current and future resources.

The Department of Emergency Management has recently been transferred to the Fire Department. We continue to be the “face” of the City for emergency management, providing support to city management for processes and functions, and continue to prepare our employees and citizens. Emergency Management will continue to keep up with the ever changing mandates and standards to ensure the City’s eligibility for state and federal funds.

A top priority for the Department is to secure funding from the Emergency Management Performance Grant. The EMPG is provided to advance “whole Community” security and Emergency Management. Grant funds provide assistance in carrying out the on-going comprehensive emergency management program.

The Critical Incident Stress Management (CISM) team is a crisis intervention group made up of volunteers from both Fire and Police Departments as well as Dispatch, who will be called upon for on-scene support services, and crisis intervention for individuals. Emergency Management is a funding source for the continuing education and training that is needed for the success of this team.

MISSION STATEMENT

The Sugar Land Fire Department’s mission is to offer excellent service by collaborating, acting with integrity and exhibiting trust; creating a safe place to live, work and play.

STRATEGIC PROJECTS

CURRENT FIRE LED PROJECTS AND INITIATIVES

EMS Implementation

Policy for Events that have an impact of Public Facilities

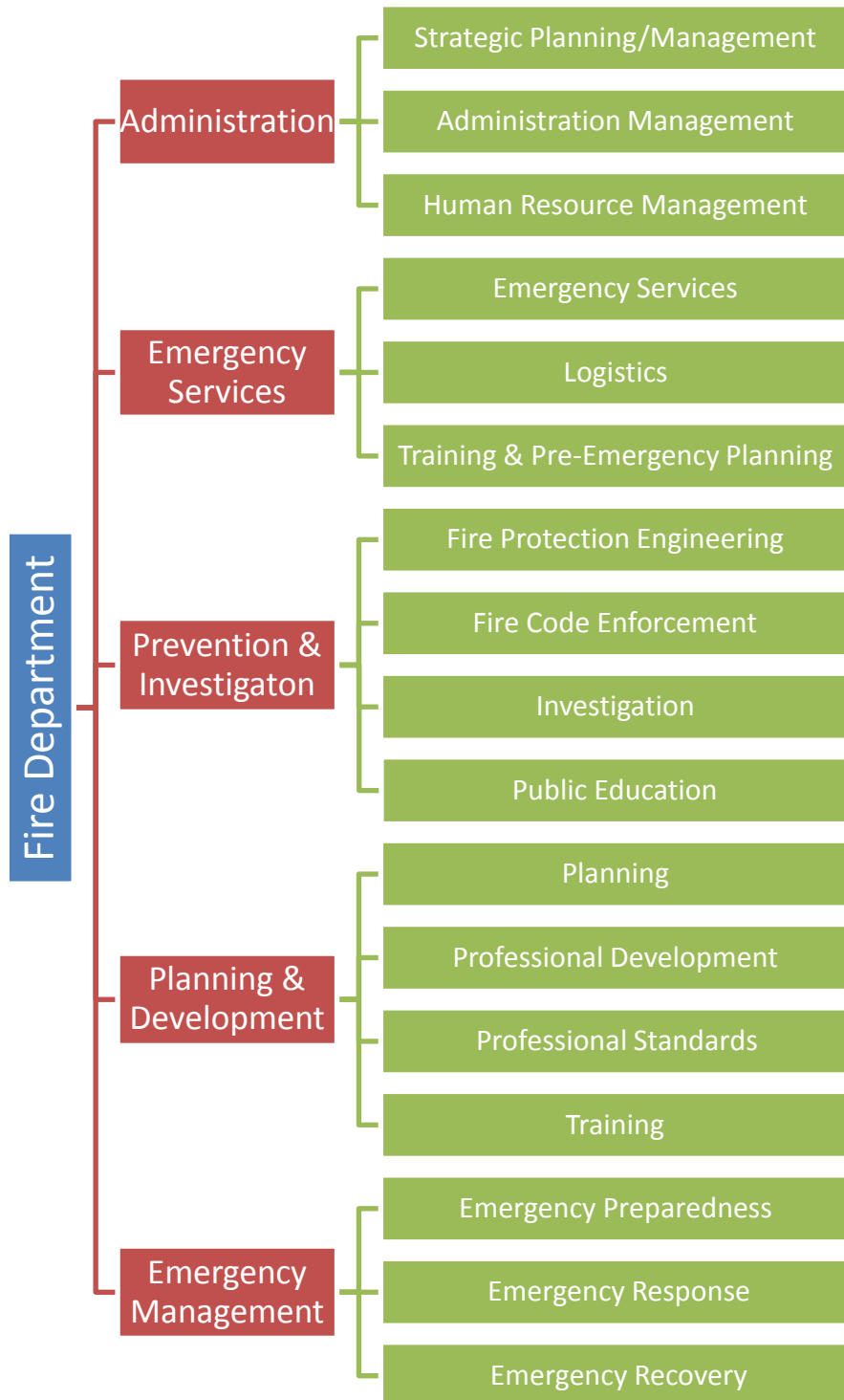
Development of Event Venue Security Policy

PROJECTS IN WHICH FIRE IS A TEAM MEMBER

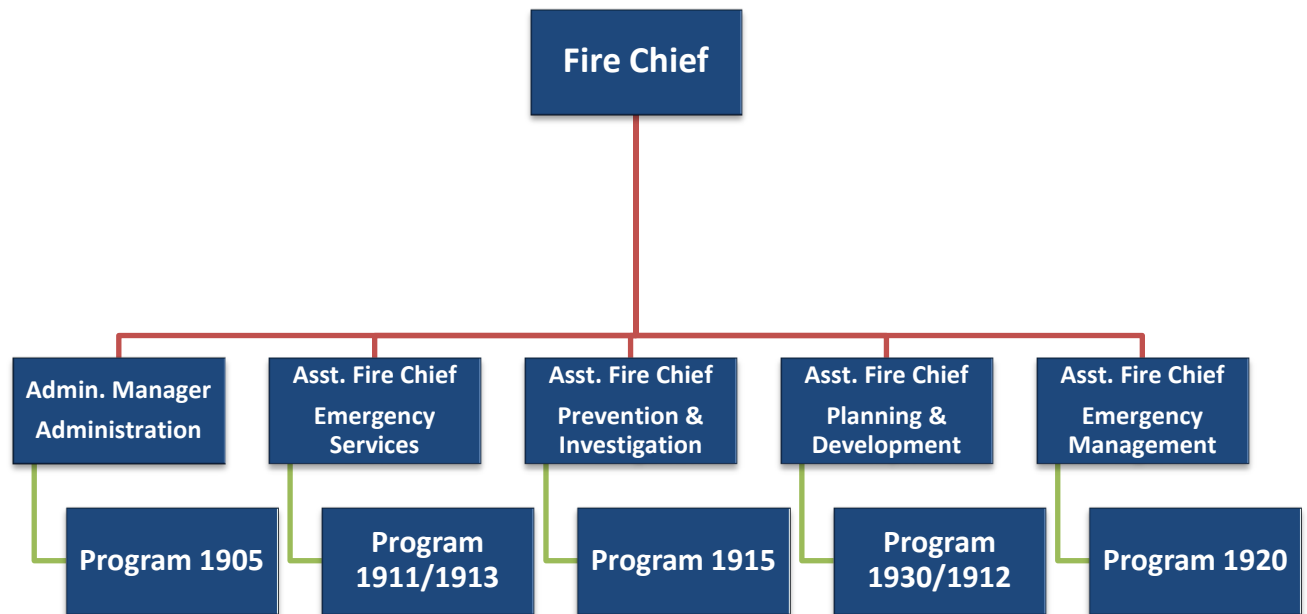
I.T. Steering Committee

Computer Aided Dispatch Implementation

ORGANIZATIONAL & FUNCTIONAL STRUCTURE



DEPARTMENT REPORTING STRUCTURE



2015 PROGRAM OF SERVICES

ADMINISTRATION - 1905

PROGRAM SUMMARY

The Administration program is responsible for the strategic planning/management of the Department as well as the overall day to day functions to meet established service levels. It is also responsible for establishment and compliance of policies. Responsible for maintaining adequate resources via the budget process and all other components common to all divisions; maintain staff according to authorized positions budgeted, strategically plan for future needs and services to the City of Sugar Land.

The Administration division consists of the Fire Chief and administrative staff; however, Services are accomplished by collaboration with Planning & Development, Emergency Services and Prevention & Investigation division heads. The primary hours of operation are normal business hours 8 – 5, Monday through Friday. Routinely, the Division Heads & Fire Chief are required to perform functions afterhours and weekends to accommodate community sponsored events, presentations, town hall meetings, etc.

The majority of processes are routine in nature: bi-weekly payroll, strategic planning with Department Heads, City Council, Budget, routine turn-over of personnel, planning of new fire stations, daily operational functions requiring personnel status changes, and addressing routine & non-routine industry standards, mandates & trends. The management of the department also includes ensuring 100% compliance of all city and internal policies and procedures.

Administration's three primary Citywide Goals that the Administration Program impacts are as follows:

Goal: Safest City in Area

- Rapid Response to an Emergency: Police, Fire, EMS, Public Works
- Improved Emergency Preparedness through Better Coordination and Intergovernmental Cooperation
- Work with Community Through Partnerships in Safety for Education and Prevention
- Work Highly Visible with People Feeling Safe and Confident in the Response

Goal: Responsible City Government

- Cost-effective Delivery of City Services: Value for Tax
- Championship Workforce: Professional, Well Trained, Appropriately Compensated
- City Operating as a Service Business
- A Leader in Customer Service – Superior Service

Goal: Well Planned Community

- Predictable, Compatible Land Uses through Zoning and Comprehensive Planning –
- Adequate Infrastructure and Services to Support Growth and to Sustain Our Existing Community

- Creating an Environment to Encourage Citizens to Live, Work, Plan and Shop in Sugar Land
- Annexation Agreements to Establish Critical Paths and Trigger for Action

SERVICES AND SERVICE LEVELS

Service: Strategic Planning & Management

Strategic Planning/Management: Anticipate, plan and develop innovative methods for best practices of public safety considering customer demand, revenues, mandates, societal changes and industry standards to provide the efficient and effective public safety service to benefit the customer creating the safest city in the area. Also, to manage the customer relations of the department, to nurture employee relations, encourage career development, recruit, coach, counsel and process routine operational duties such as payroll and benefits. A continued effort to ensure proper succession planning for key positions, coordinate resources and determine necessary methods to achieve all service levels as established in business plan and within approved budget. Monitor performance in accordance with performance measures and recommend innovative changes as necessary. In order to accomplish strategies and goals, coordinate people/positions efficiently and effectively. Communicate what objectives or aspects of the work have the highest priority for others. Develop, present and manage business plan, budget, projections, annual reports, ad-hoc reports and measures for effective, efficient and predictable outcomes. Means to maintain ISO rating and research benefit of Fire Service Accreditation.

Strategic planning includes intergovernmental relations activity to influence and promote public policy, industry standards or other policy decisions through professional organization participation and legislative activity. The planning assists in obtaining funding, promoting best practices, and minimizing unfunded mandates. Strategic planning activity also involves collaborating and partnering with inter-departmental, inter-jurisdictional and regional agencies to provide effective, efficient fire services.

Activity: Strategic Projects

Using the City's method (SharePoint), prepare the appropriate document outlining the goals, objectives, scope, timelines, team and other pertinent information. Obtain proper approvals and manage accordingly to meet milestones until project is completed or designated to be tabled due to financial changes or City designates as lower priority.

As a team member on another Department's project, we work to contribute as a team member, strive to make all meetings and stay in the loop and contribute to overall objectives to meet milestones and ultimate goal of project.

Activity: Budget Administration

Develop a budget that will accurately reflect the costs to accomplish the City's goals and objectives. Include accurate current fiscal year projections. Ensure requested enhancements and other requests are thoroughly researched and projected at the appropriate one time or recurring figures. The Department will fully present the budget and advocate for required enhancements and show direct correlation to maintain or increase service levels. The Budget should reflect the Department's business plan to show long range planning/goals and objectives unless an unexpected change occurs in an unforeseen mandate or other charge enforced by other industry related entities.

Activity: Business Plan

Develop and maintain a business plan that accurately reflects the costs and components required by the Department to accomplish the City's goals and objectives. Include accurate estimated costs and increase accordingly each year to project inflation or other additional costs passed down by industry entities. The Plan will be changed annually to include organizational or function/service structure changes.

Service: Administration Management

Oversee and evaluate the day to day operations and effectiveness of all programs with the Department to ensure that daily services to the community are received while internal customers receive administrative and clerical support. Administer approved budget. Provide overall management and administration of Fire Department activities and core business functions. Provide efficient and effective internal and external customer service. Produce Payroll bi-weekly with minimal manual intervention, maintain department records via Records Retention rules/regulations, purchase supplies, coordinate travel and training, process P-Card reconciliations and reports, and analyze response and budget data to ensure best practices. Review and amend policies and procedures, resolve operational issues, and coordinate between appropriate programs or division.

Assist with monitoring compliance of departmental and City policies as well as, Texas Commission on Fire Protection and Texas Department of Health standards. Maintain internet/intranet, contracts, agreements and assist with overall functions such as Fire Academy, MYAC, SL101, and all other special/community centered events and ceremonies. Represent the City and Department with the media, other governmental entities and city council in accordance with established city management protocols.

It is expected that all operational type reporting such as quarterly reports and external reports to industry agencies will be done on a routine and timely basis. This will be accomplished by using AS400, RMS, TeleStaff or other ad-hoc reports.

Activity: Policies & Procedures

Ensure that the Department's policies and procedures accurately reflect the standards and expectations of the Department and align with City policies and procedures. Ensure that they are current, routinely reviewed and easily accessible by all personnel in the Department.

Activity: Quarterly Reporting

Ensure that the Department reports service levels, budget, and other activity are reported accurately and timely.

Service: Human Resource Management

Direct strategies to improve employee relations and encourage continued development. Assist with all human resource related functions in any capacity such as committees, coordination, scheduling, reviewing current processes or documentation. Assist in activity to actively recruit for new firefighters. Provide timely processing of timesheets and personnel actions. Champion organization values (CHAMPS) within Department and exemplify to employees. Manage personnel in accordance with employee policy manual and develop employees.

It is expected that during business planning processes and budget preparation, we will review strategic plans for hiring, promotional processes, special pays, overtime and all other personnel related expenses to budget appropriately within the Department and that of Human Resources. The Chief works with all other division heads to ensure that Performance Plans adequately reflect expectations and appropriate evaluation for positions. The Department will continue to participate with the City to promote Wellness, Administrative Professionals, and other activity to assist in ensuring CHAMPS is exemplified throughout the organization.

SERVICE LEVEL EXPECTATIONS

| Program: Administration | |
|--|---|
| Service (Activity) | Service Level Expectation |
| Strategic Planning & Management | Coordinate resources and determine necessary methods to achieve all service levels as established in business plan and within approved budget. Monitor performance in accordance with performance measures and recommend innovative changes as necessary. |
| <i>Strategic Projects</i> | Strategic Projects (Lead): Ensure planning and completion within targeted milestones and within budgeted constraints Strategic Project (Team Member): Ensure full participation to assist organization success |
| <i>Budget Administration</i> | Ensure budget is prepared and presented based on business plan strategy as well as that of city management. Review routinely to ensure budget is allocated as planned and within approved policy. |
| <i>Business Plan</i> | Ensure Plan is developed and maintained to adequately reflect the strategic planning and any unforeseen mandated changes to ensure accurate budget preparation and decision making. Business Plan is to be prepared and presented at due dates established by the Budget Office. |
| Administration Management | Oversee and evaluate the day to day operations and effectiveness of all programs with the Department to ensure that administrative and clerical support is received. Administer approved budget. Provide overall management and administration of Fire Department activities and core business functions. |
| <i>Policies & Procedures</i> | Ensure periodic review of existing policies in order to maintain their viability and relativity to changing environments. |
| <i>Quarterly Reports</i> | Quarterly reports are prepared and communicated to the Budget office within specified due dates. |
| Human Resource Management | Ensure appropriate authorized position levels are maintained, policies followed, consistent application of coaching, counseling and discipline, exemplify CHAMPS and record personnel changes via timely payroll status change forms. And, ensure personnel receive performance plans and evaluations timely. |

SERVICE LEVEL MEASURES

| Program: Administration | | Expected Result | |
|--|---|-----------------|------|
| Service | Service Level Measure | FY15 | FY16 |
| Strategic Planning & Management | | | |
| <i>Strategic Projects</i> | Complete plans within established timeframe and on budget. | 95% | 95% |
| <i>Budget Administration</i> | Ensure departmental expenditures comply with specific budgeted needs and all allocations (within 2%) are expended during the fiscal year. | 100% | 100% |
| <i>Business Plans</i> | Completion at the time requested by management | 100% | 100% |
| Administration Management | | | |
| <i>Policies & Procedures</i> | Ensure annual review of existing policies to verify effectiveness and congruency with current needs and challenges. | 100% | 100% |
| <i>Quarterly Reports</i> | Completion of reports with accuracy and on time. | 100% | 100% |
| Human Resource Management | Personnel Status Change Forms are completed within one week and accurate. | 90% | 90% |
| | Department employees receive performance plans and evaluations.* | 98% | 98% |

*Not including employees on special leave (FMLA, Military Deployment, etc.)

EMERGENCY SERVICES - 1911

PROGRAM SUMMARY

The Sugar Land Fire Department provides core emergency services, including fire, emergency medical services, technical rescue, hazardous materials mitigation, and aquatic response to the citizens of Sugar Land, ETJ population, daily business population, pass-through commuters, shoppers, and visitors. The Fire Department operates out of seven fire stations, with six stations located within the city limits and one station in the ETJ covering 55 square miles and a population of 110,000. Sugar Land fire department responded to 7,362 calls for service in FY2013 with an average response time of 5:13 seconds in the incorporated city limits and 5:39 seconds in the ETJ.

Response time can be tied to performance because it directly relates to fire growth and patient survival during cardiac arrest. Applicableness.

The American Heart Association recommends achieving the goal of early defibrillation and that all emergency personnel should be trained and permitted to operate an appropriately maintained defibrillator. A person's chance of survival increases to 20% when CPR and defibrillation are provided within eight minutes of an episode. When these steps are provided within four minutes and a paramedic arrives within eight minutes, the likelihood of survival increases to over 40%. (American Heart Association)

The National Fire Protection Association (NFPA) recommends in standard 1710 that response time (dispatch to scene arrival) to a fire suppression incident should occur within 320 seconds of dispatch for the first company and 560 seconds or less for a full first alarm assignment. Additionally NFPA 921, Section 5.10.4.1 states "flashover represents a transition from a condition where the fire is dominated by burning of the first item ignited to a condition where the fire is dominated by burning of all items in the compartment" and 5.10.4.6 states "flashover times of 3 to 5 minutes are not unusual in residential room fire tests and even short times to flashover have been observed in no accelerate room fires."

The department's current inventory of front-line emergency response vehicles are comprised of five class A pumpers, two quint/aerial, one Command, and 2 ancillary vehicles. Two of the class A pumpers are equipped with pre-plumbed foam capabilities. Engine 1 carries 20 gallons of Class A foam and 80 gallons of Class B. Engine 3 carries 75 gallons of Class B foam. The remaining fleet each carries 10 gallons of Class B foam. The department's 2 quints consist of a 75' and 100' aerial devices; they each carry 10 gallons of Class B. One command vehicle consists of a suburban outfitted for incident command. The ancillary vehicles consist of a fully equipped Haz-mat response vehicle and a one and one-half ton tow vehicle. The department also maintains reserve pumper and aerial apparatus to augment its front-line fleet. These units are used when a front-line truck is out of service for maintenance but may also be equipped as an additional response unit if needed during extreme situations.

Prior to October, 2014, SLFD worked with PD, IT and Dispatch to implement the City's new Computer Aided Dispatch System (CAD). Improvements for Fire in this new system include dispatching units by

vehicle location, more flexibility in how we respond to calls, and more capabilities and resources for our front-line officers. With the vehicle location dispatching we will now be sending the closest unit(s) to an incident instead of by specific districts. The flexibility in developing response plans allows Fire to right-size our response, based on the call-type, location, or occupancy. Additional resources include improved mapping and dispatches being automatically sent to each unit's assigned cellphone and Dispatch tracking of vehicle locations.

Additional components forthcoming in the CAD implementation include Emergency Medical Dispatching (EMD) protocols which aid in getting the appropriate resources to a medical scene based on the type of call, tying our preplans to the actual occupancy for quick access by front-line personnel, and being able to assign the closest unit to mutual aid calls, similar to what's being done in the City.

The Emergency Services program operates to meet the City's goal of Safest City in Area

- Rapid Response to an Emergency: Police, Fire, EMS, Public Works
- Improved Emergency Preparedness through Better Coordination and Intergovernmental Cooperation
- Work with Community Through Partnerships in Safety for Education and Prevention
- Work Highly Visible with People Feeling Safe and Confident in the Response

SERVICES AND SERVICE LEVELS

Service: Emergency Response

Emergency response is accomplished using 5 engines, 2 quint/aerials, one Battalion Chief suburban and mutual aid as needed. Daily staffing consists of a minimum of twenty-five personnel per shift.

Activity: Fire Suppression

Provide life safety, incident stabilization, and property conservation due to the spread of fire.

Activity: Emergency Medical Service*

Provide basic life support and advanced life support using prescribed protocols from Medical Director services are delivered by personnel with three certification levels of EMT-B, EMT-I, and EMT-P. Advanced skills are delivered at the EMT-I level based on protocols. Staffing of advanced skills on apparatus is maintained with a pool of 36 advanced skill personnel, with minimum staffing of one advanced skill per responding first out unit.

* Effective January 1st, 2015, the Fire Department will implement a full-service EMS system which will comprise of 3 full time units. They will respond out of Stations 1, 2, & 4. There will be a "Power Unit" (ability to staff another unit via overtime) that will operate out of Station 1 as required as well as one reserve unit. Eleven new positions have been approved and are paramedic certified for this purpose.

The Medical Director contract was re-evaluated and adjusted accordingly for the new full-service EMS system and all that is required of the medical director. The EMS system effects are also being addressed by Dispatch and Fleet. The Emergency Medical Services staff – EMS Battalion Chief and EMS Captain will be moved from under the Planning & Development division to Emergency Services 1911 during this fiscal year as well.

Activity: Technical Rescue

Respond to situations of entrapment to provide and coordinate technical rescue for the following event types: Vehicle, and Machinery Rescue.

Activity: Hazardous Material Response

Respond to hazardous material incidents in 13 county region for type II or type III events that have adverse effect on the health of persons, wildlife, plant life or the environment to provide and coordinate tactical response to establish perimeter, confine, contain, and mitigate the removal of hazardous materials through contracted services. Mitigation is accomplished using one Hazardous Materials response unit housed at station 5 with a minimum of 3 certified Hazardous Materials Technicians. Hazardous Material incident response is supported by additional on-duty technicians and other resources staged throughout Fort Bend County.

Activity: Aquatic Response

Operating from a primary fire station, response will include a unit consisting of 2 boats, 1 vehicle, 1 enclosed trailer, and staffed with appropriately trained personnel. Aquatic response will consist of flood assistance and evacuation; stranded boater or swimmer rescue; and special event standby that occurs within the City limits or ETJ. The aquatic response will be supported by other on-call, off-duty personnel when required. Currently equipment for this response is housed at Fire Station 4.

Service: Logistics

Operating from Fire Administration, one captain and one lieutenant provide logistical support primarily to the Emergency Services Division but will support the entire Department. Logistics consists of planning, writing specifications and purchasing of non-capital and capital equipment; maintain inventory control over capital assets and consumables. Work to finalize service contract and perform testing to meet various local, state and national standards/mandates. Logistics also monitors expenditures within various programs and proposes changes in budget allocations or identifies increases needed in the various budget areas.

Service: Preparedness

Operating with 105 uniformed personnel, the department prepares for and responds to special events such as festivals, holiday gatherings; and natural disasters. Personnel from the fire department typically play key roles in the City's incident command structure. Preparation for such events consists of ICS 300, 305, 314, and 400 series training, drills both at the local and regional level, company training, and pre-emergency plans.

Activity: Special Events

The City has a number of scheduled special events throughout each year. The size of these varies to thousands of people with considerable Fire Department involvement to relatively small, with no assistance needed. In all these events Emergency Services reviews and approves requests, identifying any impacts to operations. Emergency Services also serve in the planning phases of larger events, and operates within a unified command function, with operations personnel staged at the event, on at least two events per year. In addition to special events this same group is a part of overall city response to disasters or planned events that impact the City or its extraterritorial jurisdiction and will be provided by trained personnel who have received ICS 305, ICS 314 or position specific training that work with other city employees at the established command post.

Activity: Company Training

Complete company training that maintains or increases firefighting and rescue skills and maintains maximum ISO points rewarded for training.

Activity: Pre Emergency Plans

Complete pre-emergency plans of commercial structures that will increase firefighter knowledge of building layout and give the incident commander knowledge of building construction, floor plan and mechanical and electrical systems contained within the building.

SERVICE LEVEL EXPECTATIONS

| Program: Emergency Services | |
|-----------------------------|--|
| Service (Activity) | Service Level Expectation |
| Emergency Services | |
| <i>Fire Suppression</i> | Ensure fast, professional response to the scene following the deployment of an initial full alarm assignment. The first arriving engine will be at the scene within a designated time consistent with industry |

| | |
|-------------------------------------|--|
| | standards and the Citywide goal of ensuring the City is the safest City in America. |
| <i>Emergency Medical Service*</i> | EMS will arrive at the scene within designated times consistent with industry standards. |
| <i>Technical Rescue</i> | Respond to situations of entrapment within a timely manner consistent with industry standards. |
| <i>Hazardous Materials Response</i> | Respond to hazardous material incidents in 13 county region for type II or type III events within minutes of dispatch. |
| <i>Aquatic Response</i> | Respond to calls relating to flood assistance and evacuation; stranded boater or swimmer rescue or other special needs within minutes of dispatch. |
| Logistic | Ensure the logistical needs of the department are met in timely and cost effective manner. |
| Preparedness | |
| <i>Special Events</i> | Ensure Fire Departmental personnel are prepared for the overall City response to disasters. Continue to promote ICS training for employees and continue to seek needed training opportunities. |
| <i>Company Training</i> | Ensure training maintains firefighting and rescue skills; Actively seek training which maximums ISO points rewarded. |
| <i>Pre Emergency Plans</i> | Complete pre-emergency plans with accuracy and within deadlines. |

SERVICE LEVEL MEASURES

| Program: Emergency Services | | Expected Result | |
|-----------------------------|---|-----------------|------|
| Service | Service Level Measure | FY15 | FY16 |
| Emergency Response | | | |
| <i>Fire Suppression</i> | 1st apparatus arrives in 320 seconds* | 50% | 50% |
| | Full initial alarm assignment arrives within 560 seconds* | 50% | 50% |

| | | | |
|-------------------------------------|---|-----|-----|
| <i>Emergency Medical Service</i> | Dispatched unit arrives within 480 seconds* | 90% | 90% |
| <i>Technical Rescue</i> | Dispatched unit arrives within 320 seconds* | 68% | 68% |
| <i>Hazardous Materials Response</i> | Deploy within 15 minutes of dispatch | 90% | 90% |
| <i>Aquatic Response</i> | Deploy within 30 minutes of dispatch | 90% | 90% |
| Logistic | Critical infrastructures issues are addressed within the same business day. Planning, purchasing, and inventory issues are resolved within a timely manner. | 90% | 90% |
| Preparedness | | | |
| <i>Special Events</i> | Ensure personnel trained at the Command System 305 or 314 level courses maintain certification. | 95% | 95% |
| <i>Company Training</i> | Average 22 fire training hours per month, per employee. | 90% | 90% |
| <i>Pre Emergency Plans</i> | Annual average of completed plans per shift | 80 | 136 |

**For incorporated areas only*

PREVENTION/INVESTIGATION & PUBLIC EDUCATION - 1915

PROGRAM SUMMARY

The Fire Prevention Division serves our community by inspecting new construction, existing commercial and public buildings for fire and life safety hazards. Inspectors check structures for compliance with the code provision for building construction, fire protection systems and safe operating practices. The Fire Prevention Division also provides fire and life safety programs to our business community, schools, community organizations and citizens. Preventing fires is without a doubt the most cost efficient form of fire protection.

SERVICES AND SERVICE LEVELS

Service: Fire Protection Engineering

The Fire Marshal meets with engineers, architects, contractors, property owners and other city officials in pre development meetings to discuss proposed projects. Design standards, code information, regulations and procedures applicable to the project are provided to the customer(s).

Plan Reviews

Project plans are reviewed for code compliance and review comments are recorded in a review letter which is provided to the customer by the development coordinator. If plan changes, clarifications or modifications are required, the customer responds with a re-submittal which is reviewed. Approved plans are then cleared for permitting.

Service: Fire Code Enforcement

Fire inspectors conduct inspections of new construction to insure compliance with applicable rules, regulations, codes and standards. The inspection process often requires functional test of systems and building features to insure they operate as designed. When deficiencies are noted, re-inspection or testing is scheduled. Upon satisfactory completion of inspections and test, approval is granted for occupancy.

Occupancies are ranked into three categories. Category 1 occupancies are inspected by appointment. Category 2 occupancies are inspected yearly, and category 3 occupancies are inspected every other year.

Category 1 inspections consist of construction inspections both remodel and new

Category 2 inspections include in Group Assembly A; Educational Group E; Factory Industrial Group F-1; High Hazard Group H; Institutional Group I; Mercantile Group M; Residential Group R; Storage Group S-1.

Category 3 inspections include Business Group B, Industrial Group F-2, Mercantile Group M, Storage Group S-2

Inspections

Inspectors conduct inspections of existing occupancies to insure fire and life safety systems and the structure are maintained in compliance with applicable rules, standards and codes. Deficiencies are noted in the inspection report and the inspector reviews the document with the building representative. Re-inspections are scheduled and conducted as needed until compliance is achieved.

Complaints received regarding violations are investigated and appropriate corrective enforcement actions are taken. Violations documented during inspections are reviewed with property owners/representatives and corrective action necessary to achieve compliance discussed. Where immediate corrective action is not warranted, a mutually agreeable re-inspection date is established. The re-inspection is conducted to verify compliance.

Service: Fire Investigations

Fire investigators conduct investigation of fires to determine the cause and origin of the fire. Fire causes are classified as accidental, arson or undetermined. In instances where the fire has been classified as arson, the investigator conducts a criminal investigation to identify the person(s) responsible for causing the fire. When a suspect(s) are identified the evidence and case information is presented to the District Attorney's office. The prosecutor assigned to the case collaborates with the investigator to develop the probable cause affidavit for an arrest warrant. When the arrest warrant is issued, the investigator serves the warrant and arrests the suspect(s).

Additionally, our investigative personnel assist our police department working with the impact and the SWAT teams.

Investigation

Investigators dispatched to a fire scene initiates an investigation, secures the scene and any evidence discovered. Occupants and others involved at the scene are interviewed and information is documented. Assistance and additional resources are requested as is needed to complete the scene investigation.

All facts and evidence relative to the case is processed and a comprehensive investigative report is produced detailing the cause and origin of the fire. A criminal investigation is initiated in cases determined as arson.

Service: Public Education

The public education staff provides fire and life safety programs and information to our citizens, business community, schools and civic organizations using various delivery methods.

Other Educational Programs

Fire Extinguisher Training: Businesses and organizations are introduced to fire extinguishers, their appropriate application(s) and effective extinguishment methods for fires in their incipient stage. Instruction is provided in classroom with video, lecture and demonstration. The program is concluded with hands on evaluation of skills obtained from the training. Extinguisher programs are offered twice yearly for business in the months of April and November.

Home Safety Surveys: The PED schedules and maintains documentation when shift firefighters provide home safety surveys which look for over thirty known fire and life safety hazards. A completed form is left with the occupants containing recommendations to improve the safety of the home. Smoke alarms are checked and batteries replaced where necessary.

Smoke Alarm Program: The purpose of the smoke detector program is to provide detectors and batteries free of service to the citizens of Sugar Land and the response districts. The detectors will be offered to residents in need of replacement of deteriorated or missing smoke detectors in their residence or ones that exceed 10 years of age.

School Programs: Fire safety programs are provided to elementary classes within public and private schools. Various requests are made from the Jr. and Sr. high levels and accommodated for such as career days, etc. These programs are designed to provide children a broad range of fire and life safety knowledge and skills.

Third grade programs are a corner stone for the public education division and represent a considerable amount of preparation and delivery. The third grade program is being used as the benchmark in 2014 to measure the effectiveness of the Public Education Division capabilities of delivering life safety programs to the public.

Senior Programs: The Senior Safety Program provides fire and life safety training at area facilities and organizations serving older adults in the community. This program(s) is delivered by the Public Education Division (PED) to older adults and caretakers of older adults. The topics of the programs will address timely information based on risk factors associated to yearly events and activities. Senior programs are offered once per quarter during the months of March, June, September, and December during normal business hours.

Citizen Fire Academy: Coordinating a multi session program that educates citizens on the capabilities and limitations of service provided. This program educates our citizens about all of the divisions of the fire department and fosters future volunteerism within the community.

Public Safety Announcements: Public safety announcements are produced/ drafted for the CoSL Municipal Channel, website, local print media and the SL Today newsletter.

Fire & Life Safety Training: Businesses, groups and organizations are offered a variety of fire and life safety presentations and/or training. Offerings include fire evacuation/ fire drills, portable fire extinguishers, CPR (layperson-non credentialed) and various other subjects, by request.

Company Assignments: For programs requested by citizens and businesses not conducted solely by PED personnel, the PED will schedule Emergency Services Companies to participate and/or conduct. These programs will consist of Home Safety Surveys, Smoke Alarm Installs, Station Tours, School Safety Programs, Community Parades, Safety Fairs, and other Special Assignment Programs requested by the community through the PED office.

SWAT and IMPACT Team: Investigators holding both fire and police certifications actively assist with law enforcement teams in order to maintain skills necessary to perform arrest, interview, booking and shooting skills.

CoSL Public Access AED Program: Provide maintenance and training for the automatic external defibrillator program within employee occupied city buildings.

SERVICE LEVEL EXPECTATIONS

| Program: Prevention/Investigations & Public Education | |
|---|--|
| Service (Activity) | Service Level Expectation |
| Fire Code Enforcement | Several types of inspections are conducted of existing occupancies to insure fire and life safety systems and the structure are maintained in compliance with applicable rules, standards and codes. |
| Fire Investigations | Fires investigated and cause determined |
| Public Education | Various programs for all ages performed by personnel to help promote fire prevention education in the community. Training includes drills, programs and other events. |

SERVICE LEVEL MEASURES

| Program: Prevention/Investigations & Public Education | | Expected Result | |
|---|---|---------------------------------|-----------------------------------|
| Service | Service Level Measure | FY15 | FY16 |
| Fire Code Enforcement | Number of annual fire code inspections completed per operational plan | 2500 | 2500 |
| Fire Investigations | Investigations closed with cause as "determined" | 95% | 95% |
| Public Education | Evaluate third grade children's test scores pre and post the fire education program to determine program's effectiveness. | New metric: Establish baseline. | Pending analysis of FY13 results. |

PLANNING AND DEVELOPMENT – 1930/1912

PROGRAM SUMMARY

The program operates to meet the City's goals of Well Planned Community, Safest City in Area, and Responsible City Government & Mobility for the People.

The Planning and Development Division is responsible for four key areas (Planning, Professional Development, Professional Standards, Safety and Training). Offices in this Division are staffed Monday through Friday, 8:00 a.m. to 5:00 p.m.; however, some personnel follow the 9/80 alternative schedule. In addition to this regular schedule personnel are typically required to work additional hours in order to provide scheduled and required training or conduct investigations. All officers are considered essential employees and are available on call as needed to support services in the city after hours.

As with every Division within the Fire Department, Planning and Development continually focuses efforts on the City's goal of "Safest City in America". This is done by:

- *"Rapid Response to an Emergency: Police, Fire, EMS, Public Works"* – Working with Fire Administration, FD employees and other City and County agencies to outline response needs and develop plans to meet current and future expectations.
- *"Improved Emergency Preparedness Through Better Coordination and Intergovernmental Cooperation"* – Accomplished by working with other City and State agencies to improve training and preparedness of personnel in their ability to respond to a wide-variety of incidents. Also the Division provides safety classes and keeps up-to-date on current trends and mandates that provide our employees safe incident mitigation. They also maintain situational awareness to maintain attentiveness to an event.
- *"Work with Community through Partnerships in Safety for Education and Prevention"* – Accomplished by working with Fire Administration, FD employees, other city departments and outside resources to identify current and future expectations in this area.
- *"Work Highly Visible with People Feeling Safe and Confident in the Response"* – Accomplished by communicating existing plans, working with community organizations and outlining expectations into future and existing plans.
- Safest city in the area is a goal of this office while overseeing the Fire department's Safety Programs. This goal is obtained through prevention, awareness and accountability.

In addition the Planning and Development efforts work towards other City goals like Well Planned Community, Responsible City Government, and Mobility for People. Specific support for these areas is as follows:

Well Planned Community

- *"Predictable, Compatible Land Uses through Zoning and Comprehensive Planning"* – accomplished by working with Fire Administration and other City departments and outside

agencies in coordinating needed activities in the areas of long-term planning, mutual aid agreements and strategic partnership agreements.

- *“Adequate Infrastructure and Services to Support Growth and to Sustain Our Existing Community”* – accomplished by working with Fire Administration, FD employees, and other city departments and outside agencies in areas long-term planning, policy review and update, and communicating department needs.
- *“Creating an Environment to Encourage Citizens to Live, Work, Plan and Shop in Sugar Land”* – accomplished by working with Fire Administration, FD employees, other city departments and community organizations to identify needs and recommend plans and programs to meet those needs.
- *“Annexation Agreements to Establish Critical Paths and Trigger for Action”* – accomplished by working with Fire Administration, other city departments, and outside development companies and various community organizations to outline future needs. These needs will be captured in necessary strategic partnership agreements for future service needs.

Responsible City Government

- *“Cost-effective Delivery of City Services: Value for Tax Dollars”* – Accomplished by working with various outside agencies for different grant opportunities.
- *“Championship Workforce: Professional, Well Trained, Appropriately Compensated”* – Accomplished by recruiting the best employees and outlining appropriate policies.
- *“City Operating as a Service Business”* – Accomplished by working with Fire Administration, in cooperation with other internal and external groups to establish model operational procedures.
- *“A Leader in Customer Service – Superior Service”* – Accomplished by recruiting the best employees and outlining appropriate policies.
- *“Responsible City Government”* - Create record keeping processes that all employees can retrieve and maintain a record and employee tracking system that will help reduce liabilities and all parties involve.

Mobility for the People

- *“Predictable Travel Times – Get Around City with Minimum Congestion, Maximum Safety”* – Accomplished by working with Fire Administration and other City departments to outline appropriate city facilities, equipment and policies to promote faster and safer responses.

Planning and Development has a number of set parameters that are help define the standard priorities of the Division. In some situations these parameters are defined by already-adopted guidance, such as Insurance Service Office (ISO) requirements. Other examples that help drive these priorities are the Texas Commission on Fire Protection, National Fire Protection Association, Texas Department of Health, and the SLFD Medical Director.

While Planning and Development has numerous set criteria which must be met each year, additional workloads are placed upon the Division, just like in Emergency Services, when things change or urgent

and emergency situations arise. In these situations other planned events and tasks may need to be changed or modified to focus all efforts on a specific priority. Some examples of these situations include a new mandate from the City or State, an internal investigation or complaint, unexpected new equipment that requires training, a modification in policy and, of course, an emergency incident.

SERVICES AND SERVICE LEVELS

Service: Planning

Staff is responsible for working with departmental groups and individuals in the City on the large-scale and long-term impact areas for the fire department. Some of the areas include budgeting, design and specifications, purchasing of certain equipment, construction of apparatus and facilities, grants, recruiting and succession planning. The Division also acts as the Fire Department and Fire Chief's liaison with the Intergovernmental Relations Committee, also called the Legislative Liaison Committee (LLC).

Coordination with Fire Administration

Work as part of Fire Administration in areas such as budgets, business plans, projections, presentations, and annual reports. Work with other City departments as assigned by the Fire Chief, such as the Intergovernmental Affairs Committee (LLC), Human Resources and City Planning.

Policy Review and Update

Work with all internal Divisions in regards to policies and updates. This Division is responsible for maintaining a visible and functional policy section on the Intranet as well as processing and updating all new policies.

Design and Build

Work with Department's Divisions and other entities/agencies on specifications, budgeting, design, purchase, and construction of Department's equipment, apparatus, and facilities. This includes, but is not limited to layouts and functions at the fire stations; fire apparatus operational concepts; new advances in fire and ems functions from stations and apparatus (i.e. medical equipment, foam systems, fire pumps, unit designs, safety features, etc.). Through this work the positives, negatives and associated costs of options and alternatives are outlined. This Division maintains strong working relationships with other departments to achieve results. These may include City Planning, City Engineers and Building and Fleet Services.

Grants

Work with Department and City on grant opportunities, submissions, and awards.

Recruiting

Work to identify staffing needs and maintain recruiting efforts to meet the demand. Establish and conduct hiring processes as partners with Human Resources.

Service: Professional Development

Person(s) operating in this capacity work with the Department and HR in relationship to job descriptions, hiring and promotional processes. They also outline and coordinate orientation processes at various levels that are congruent with the needs of each position and division.

Job Descriptions

Work with Human Resources to keep Department's job descriptions updated.

Hiring and Promotions

Work with Fire Administration and Human Resources to outline, design, and facilitate both hiring and promotional processes. The FD's goal is to have a continual active, valid, and current pool of candidates following the Department's promotional guidelines and periodic hiring.

Orientation and Phase

Work with Department to outline orientation and introductory training criteria and processes for new employees and newly appointed promotions.

Development

Work with FD to develop long-term developmental goals, identifying appropriate avenues to present and incorporate goals and objectives.

Service: Professional Standards

Person(s) working in this capacity generally report directly to the Fire Chief in situations specific to gathering information and conducting investigations on various related situations. These may include internal administrative employee investigations and accident investigations. Other areas work with appropriate City and Departmental personnel to facilitate consistency in policies, procedures and practices and serves in capacities on both the City and Departmental Safety Committees.

Activity: Investigations and Reporting

Responsible for gathering information and conducting investigations relative to the Department's issues and reporting findings in a consistent manner to the Fire Chief.

Activity: Safety Representative

Serve as the chair for the FD Safety Committee, working jointly with the City Safety Committee to investigate accidents and injuries, identify safety concerns and make recommendations for resolution to the appropriate parties. Also, works with FD Safety Committee and FD personnel in regards to safety.

Consistency/ Oversight

Work with appropriate Department's Divisions and other City departments to facilitate consistency in Department and City policies, procedures and practices.

Service: Training

Person(s) working in this capacity are responsible for the departmental training, which includes the development, organization, delivery, consistency, monitoring, coordination, documentation, and auditing of all departmental training. In addition they act as liaisons with other city departments, outside groups and any other training conducted within the Department. They also serve as coordinator for special teams within the department.

Training – Development

Outlines training needed at all levels for the entire department. Training development also includes plans to meet ISO and TCFP training hour requirements.

Training - Oversight

Oversight includes assisting Operational crews with training as needed. This includes monitoring training activities, reporting, documentation, and outcomes, working and identifying and supporting areas of improvement.

Training - Delivery

Plans, coordinates, and delivers necessary upper-level training including required Texas Commission on Fire Protection (TCFP), Insurance Service Organization (ISO) training, Texas Department of Health, Texas Commission on Law Enforcement, National Fire Protection Association, and Federal Aviation Administration, Federal Emergency Management Agency, and the Occupational Safety & Health Administration.

Special Teams Coordination

Coordinator for the Hazardous Materials and EMS Intermediate programs, serving in liaison capacities for the department as needed. Additional training facilitation and support will be required as new programs are added (i.e. Dive/Water Response).

Record Management

Maintains appropriate training records. Designs and delivers upper-level training.

Training - Coordination

This activity includes facilitating processes for personnel applying for and attending outside training opportunities. Also coordinates training from outside resources delivering to Department personnel.

Training – ISO Required Training

SLFD is currently has an ISO classification of a 2. In order to maintain the current classification level SLFD is expected to have documented training in multiple areas. Some of the training can be accomplished at a company or shift level. Other training is more complex or requires additional coordination to accomplish. Focal areas for this training include Driver Training, Multi-Company Drills, Night Drills, Officer Training, etc. Training will facilitate through planning, coordination or delivering all required ISO training not accounted for at the company level.

Training – After Action Reviews (AAR)

A key aspect for improving is learning from past experience. Ideally significant incidents have an after action review conducted within a timely manner after the incident. To enhance consistency and ensure information is shared among all three shifts it will also be ideal if there were a systematic process that was facilitated by one group. In 2012 Training took over this responsibility and developed a process. To start tracking these situations and endeavors a goal will be set to accomplish these reviews within three weeks of their occurrence, or if requested, from the request.

Training - Facilitation

This activity includes coordinating with HR, PD and other City Departments regarding other training needs in the city.

EMS-Field Supervision

This activity provides support, leadership, management and direct oversight of an EMS transport system. These activities are unique and require specialized attention not otherwise met by Fire shift supervisors. Some of these include management and delivery of DEA controlled substances, EMS Incident Command, paramedic field support at multi-casualty and unique ALS 3 type incidents, hospital liaison, patient physician support liaison, department field safety officers, off-line medical control representation and decision making after hours and at mid-level supervision between field paramedics and the medical director, hands-on required CE training above online requirements, records management, Quality Control and Quality Assurance, report review and immediate oversight, critical equipment management after hours and other assistance to the EMS Battalion Chief.

EMS – Quality Assurance/Quality Control and Data Analysis

This activity includes coordinating with EMS crews and hospitals to analyze patient care and patient outcomes. This information gathered directs training on patient care, procedures, documentation, and quality improvement.

SERVICE LEVEL EXPECTATIONS

| Program: Planning & Development | |
|-------------------------------------|---|
| Service (Activity) | Service Level Expectation |
| Planning | Prepare documents and reports as assigned by the Fire Chief or complete tasks for committees and groups assigned. Meet recruiting targets. Review plans in a timely manner. |
| Professional Development | Conduct hiring and promotional processes as needed to maintain active pools of candidates, conduct a comprehensive orientation and phase training and evaluation program for all new hires and promotions, and ensure job descriptions are up to date. |
| Professional Standards | |
| <i>Investigations and Reporting</i> | Ensure investigations are performed in timely manner and that all investigations are reported in detail to the appropriate person(s) in the chain of command. |
| <i>Safety Representative</i> | Activity participates in cultivating a culture of safety. |
| Training | Ensure that all training requirements are being met. Ensure that certifications and documentation are maintained according to agency requirements. Review mission-specific training in a timely manner to ensure the Department is prepared for current challenges. |

SERVICE LEVEL MEASURES

| Program: Planning & Development | | Expected Result | |
|---------------------------------|--|-----------------|------|
| Service | Service Level Measure | FY15 | FY16 |
| Planning | Annual review of Department SOPs maintained on SLIC. | 100% | 100% |
| | Meet recruiting targets in terms of number of personnel hired and within established timeframes. | 90% | 90% |

| | | | |
|-------------------------------------|---|------|------|
| Professional Development | Update job descriptions as needed. | 100% | 100% |
| | Conduct a comprehensive orientation and phase training and evaluation program for all new hires and promotions. | 100% | 100% |
| Professional Standards | | | |
| <i>Investigations and Reporting</i> | Investigation completed within 60 days. | 90% | 90% |
| <i>Safety Representative</i> | Ensure a departmental representative attends City Safety Committee meetings. Division member also represented as part of the Accident Review Board. | 90% | 90% |
| Training | Review mission-specific classes annually. | 100% | 100% |
| | Ensure that training specific to ISO training is available. | 100% | 100% |
| | Schedule, facilitate and document all appropriate or requested AARs within 4 weeks of occurrence. | 100% | 100% |

EMERGENCY MANAGEMENT - 1920

PROGRAM SUMMARY

Emergency Management- **Mission Statement**

The Sugar Land Office of Emergency Management (SLDEM) will provide the citizens of Sugar Land Emergency Management and Homeland Security programs by providing industry related expertise to City leadership and by coordinating and advising City staff to mitigate, prepare for, respond to, and recover from all emergencies and disasters the City may face.

In order for the SLDEM to maintain service levels, it must be an organization visible in the community and active in county, regional, and state programs. This includes attending meetings and training sessions at all levels. Fort Bend County has an active Coordination Council that coordinates drills, training, and exercises within the county. SLDEM will be the contact for the City of Sugar Land for this council and participate accordingly in training, drills, and exercises.

SLDEM will also participate in the Regional Urban Area Security Initiative (UASI) committee. This committee makes decisions on grant funds from the Department of Homeland Security and advises committee members on current trends, standards, and mandates. SLDEM will also participate in the Texas Division of Emergency Management (TDEM) conferences and training, including the annual Texas Homeland Security Conference and the Texas Hurricane Conference.

The Sugar Land Department of Emergency Management maintains the operational readiness of the EOC by checking the EOC to make sure all of the PCs, televisions, smart boards, projectors, fax machines, and printers are fully functional and ready to operate 24 hrs a day, 7 days a week. SLDEM will also incorporate the use of these systems into the annual city wide exercise, as well as any other drills or exercises conducted throughout the fiscal year.

SLDEM uses trained personnel from the All – Hazards Incident Management Team (AHIMT) in all drills, exercises, and real events. SLDEM will train additional City staff to serve as Web EOC entry personnel and will continue planning for the update of the EOC.

SLDEM provides expert knowledge to the Communications Department, ensuring the most current information is included in all community educational materials. These educational materials include the Emergency Preparedness Guide, the Emergency Management portion of the City Website, and SLTV Channel 16.

SLDEM will also be the “face” of emergency management at public education events/programs such as Sugar Land 101, District Town Hall Meetings, Fire Department, Open House, Rotary/Exchange Club Meetings, and the Nalco Community Advisory Panel (CAP). The department will continue to conduct the Emergency Management segment for the Citizens’ Fire Academy, Citizens’ Police Academy, and CAST. Generally, this will include a two hour lecture and question/answer portion along with a tour of the City’s EOC. Fort Bend County has oversight on all CERT Training conducted in the county. SLDEM will provide direct support to those CERT classes for Sugar Land residents. This direct support includes providing a location, personnel, training equipment, food and beverages.

SERVICES AND SERVICE LEVELS

Service: Emergency Preparedness

City of Sugar Land Emergency Operations Plan (EOP) Development

The Sugar Land Department of Emergency Management (SLDEM) is responsible for maintaining and updating the City's Emergency Operations Plan. The plan defines functional responsibilities in an emergency or disaster and is designed with an all – hazards approach. The plan details how the Department of Emergency Management coordinates resources and information throughout the four phases of Emergency Management. In order to receive federal funding, the City is mandated to maintain and update the plan every five years. This plan includes the Basic Plan and (28) functional annexes that are maintained by various departments and updated on an ongoing annual basis.

Emergency Management, as a discipline, is constantly changing with new trends, standards and mandates to be followed in order to keep the City and citizens prepared for future challenges. The Sugar Land Department of Emergency Management will ensure the City continues to lead in these trends, and adheres to these standards and mandates to ensure eligibility for state and federal funds.

The Sugar Land Department of Emergency Management will develop contacts within the industry, including local, regional, state, and federal contacts. SLDEM will be the City's "face" for emergency management. The Sugar Land Department of Emergency Management will provide support to city management for Emergency Management processes and functions and continue to building the Emergency Management culture within the entire organization.

Emergency Management Drills / Exercises

SLDEM participates in all Emergency Management related drills/exercises that the City is involved in. This includes planning, coordination, and evaluation of an annual Emergency Operations Center (EOC) activation exercise at the beginning of Hurricane Season.

Homeland Security/Emergency Management Grant Program Administration

SLDEM serves as the primary conduit for the Homeland Security Grant program and all other grants related to emergency management and preparedness.

Texas Department of Public Safety/Emergency Management Performance Grant

The 2014 priority for EMPG funding is to advance "Whole Community" Security and Emergency Management. Grant funds will be used to support local comprehensive emergency management programs to encourage improvement of mitigation, preparedness, response and recovery capabilities for all hazards. The City received \$40,865.41 from this grant which provides assistance in carrying out the on-going comprehensive emergency management program. The total grant is determined by FEMA, which the total grants funds change from year to year.

Critical Incident Stress Management (CISM)

Critical Incident Stress Management is a comprehensive, integrate multi-component crisis intervention system. The CISM team is a crisis intervention group who will be called upon for on-scene support services, crisis intervention for individuals, demobilizations after large-scale traumatic incidents, Critical Incident Stress Debriefings (CISD). Continuing education is critical to the success of the team.

Service: Emergency Response

Activation of Emergency Operations Center

The City's Emergency Operations Center (EOC) is a crucial function within the City's Emergency Operations Plan (EOP). It is the coordination point for all information and resources coming in and going out of the City of Sugar Land in an emergency or disaster. In the event of an emergency or disaster, SLDEM is responsible for activating the EOC, and making sure notifications have been made to the proper personnel. This includes all personnel responsible for responding to the EOC, as well as the City Manager, Executive Team, and all Department Heads. SLDEM is responsible for maintaining the operational readiness of the EOC pre-disaster. This includes ensuring that all equipment is functioning and personnel are trained on how the EOC functions. The EOC is activated and operated according to the City's All Hazards Emergency Operations Plan (EOP).

Training and Deployment of Resources

SLDEM will constantly monitor outside incident management training opportunities to enhance the skills of current All-Hazard Incident Management Team (AHIMT) members, and work with City departments to identify additional personnel to receive incident management training. SLDEM serves as the primary contact for the state or federal government if AHIMT personnel are needed by other jurisdictions/agencies. SLDEM will equip personnel with a vehicle, basic supplies, and the financial means to be self-sustaining on an extended deployment. SLDEM will also maintain all necessary documents for submission to the appropriate agency/agencies for reimbursement due to the City after deployment of resources.

Incident Management Teams for Planned Events

SLDEM will take a lead role and act as an advisor to any other city department with regards to creating an Incident Management Team (IMT) to handle planned events such as the Christmas Tree Lighting or the Imperial Demolition. The IMT will put together an Incident Action Plan (IAP) for each event and copies will be distributed to everyone involved and the Executive Team.

Service: Emergency Recovery

Recovery/ Reimbursement Contract Management

SLDEM is responsible for managing recovery reimbursement and monitoring the performance of the contractor in the reimbursement process. The contractor will make sure that all of the necessary steps are being taken in order for the City to receive federal funds due after a disaster. This includes making sure all of the proper FEMA forms are filled out correctly and signed by the necessary authority. The City may also use a contract service to perform recovery services (e.g. debris removal). SLDEM will act as the liaison between the contractor, City management, and FEMA.

Community and Business Recovery

After a large scale emergency or disaster, FEMA assists private citizens and businesses in recovery of sustained losses. FEMA personnel will contact the local Emergency Management Departments to obtain

information in regard to damage assessment information and any other pertinent information to assist them with their recovery efforts. SLDEM staff will liaison with FEMA and TDEM, and deliver timely information that will assist in local community and business recovery.

Post-Event After-Action Reviews

After an emergency or disaster, SLDEM will be leading the After Action Reviews (AAR). This process will give City management the ability to review best practices, as well as those areas that may need improvement. This report is ultimately a tool to allow departments to make improvements in preparation, response, and recovery from large scale events. SLDEM will also focus on obtaining grants to help fund projects that will further increase the City's level of preparation.

SERVICE LEVEL EXPECTATIONS

| EMERGENCY MANAGEMENT | |
|------------------------|---|
| Service | Service Level Expectation |
| Emergency Preparedness | <i>The City's All Hazards Emergency Operations Plan is complete, thorough, up-to-date, and defines functional responsibilities in a comprehensive manner.</i> |
| Emergency Response | <i>The Emergency Operations Center is prepared and ready to coordinate information and resources in the event of an activation due to a disaster or emergency.</i> |
| Emergency Recovery | <i>Partnering with other agencies, recovery services and reimbursement efforts will be coordinated to mitigate loss and contribute to a timely return to the community's pre-emergency condition.</i> |

| Program: Emergency Management | | Expected Result | |
|-------------------------------|---|-----------------|------|
| Service | Service Level Measure | FY13 | FY14 |
| Emergency Preparedness | Annual review of the City's Emergency Operations Plan (EOP) Annual Review of the City's Continuity of Operations & Continuity of Government Plan (COOP/COG) | 100% | 100% |
| Emergency Response | Attend and participate in required local, regional and state training and exercise opportunities, including the State Homeland Security Conference and State Emergency Management Conference. | 100% | 100% |
| Emergency Recovery | Annual review of the City's debris Management Plan. Oversee the reimbursement processes for all emergency management related FEMA/TDEM grants and reimbursements. | 100% | 100% |